than the execution of deliberate plans. I do not know whether this was true also of the military operations in the four corners of the world, on the land, in the air, and on the sea.

A bottleneck developed in the production of mines for the navy and air force because of a shortage of skilled workers to make the intricate wiring system that represents an important part of each mine. The factories hired all the watchmakers available in the nearby area, but the men—most of them elderly craftsmen—though accustomed to handle fine watch mechanisms, were unprepared for this job-task. Somebody suggested trying lacemakers. Lacemaking was an old, almost obsolete industry in the area, and there were many women who had once engaged in it. They were called to munition factories. What was demanded of them seemed like a new pattern in lacemaking. The bottleneck in mine production was solved.

I saw how new methods were developed in shipbuilding, how a new design of a landing craft was born, how a new technique was introduced in building roads and airfields on swampy ground. . . . These were ingenious solutions of problems arising in emergency situations.

The results of the systematic work of countless committees and subcommittees were less impressive. They moved in a pedestrian way and were the less effective the higher the level of their members in the bureaucratic hiearchy.

IN A SEPARATION CENTER

My few glimpses of life in the United States Army during the war left me with the impression that the military were, after all, civilians in uniform. It was amazing how promptly a tenderfoot youngster became a perfect soldier, how easily an insurance agent or a lawyer became a naval officer and leader of men in battle. Perhaps these transformations had something to do with the mobility of the people, the fluidity of American society, the American genius at improvisation. I had no opportunity to see American soldiers in action, but I liked their looks —not overdrilled, free in their movements, very youthful, in smart uniforms.

Shortly before the war's end I was invited to lecture to the groups of occupational counselors the army was training for the separation centers. The counselors were to talk with each boy discharged from the armed forces, familiarize him with his rights and privileges as a veteran, and help him in his first steps back to civilian life. Training courses for these counselors were arranged at several separation centers. Usually half the students were officers and half enlisted men. I was a